A PARTNERSHIP
FOR THE
ECONOMIC DEVELOPMENT OF FOGO ISLAND

between
THE MUNICIPALITY OF THE TOWN OF FOGO ISLAND

and
SHOREFAST FOUNDATION

and
THE FOGO ISLAND CO-OPERATIVE SOCIETY

July 19, 2015
1. PURPOSE OF PARTNERSHIP AGREEMENT

Whereas:

The Municipality of the Town of Fogo Island ("the Town"), Shorefast Foundation ("Shorefast") and the Fogo Island Co-Operative Society ("the Co-Op") share the following common vision:

We, the people of Fogo Island, with creativity and co-operation, will grow our economy, create jobs and sustain our community through our fishery; being responsible stewards of our culture and natural environment; and becoming a global travel destination of distinction.

This will be achieved through our distinctive Fogo Island brand of local innovation, hospitality, entrepreneurship, high quality and value-added products and services.

Therefore:

The above parties enter into this Partnership Agreement for the Economic Development of Fogo Island (the "Agreement").

As a beginning framework for ongoing partnership work, the parties agree to establish a Business and Economic Development Office and to carry out work relating to the following priority economic development areas:

a. Protect and enhance the vibrancy of Fogo Island’s 400 year-old fishing outport culture and way of life;
b. Support the Co-op’s commitment to a full utilization policy wherever possible and their work to adapt to changing resource and regulatory environments in order to grow Fogo Island’s fishing industry;
c. Support Shorefast’s work to establish Fogo Island as a world-leading model for social enterprise and destination for contemporary art, design and geo-tourism that adds another leg on the local economy (as a complement to our all-important fishery);
d. Support the Town’s effort to see the island communities survive and prosper, by its own actions, by advocating the island’s needs to external parties whose help is needed; and, by supporting volunteer efforts which have the same objective

e. Celebrate the 50th anniversary of the Fogo Process and the Co-Op during 2017, along with Canada’s 150th anniversary;
f. Encourage and support an entrepreneurial culture and the start-up, retention and expansion of small businesses;
g. Encourage and support the off-island marketing and sale of Fogo Island products created by its artisans and other local producers;
h. Support the efforts of the Town’s formal Transportation Committee to ensure the air, ground and ferry/terminal transportation services meet the needs of Fogo Island residents, visitors and business sectors;

i. Develop effective and positive communication among the parties to this Agreement, with external stakeholders and with the citizens of Fogo Island; and

j. Work towards the creation of a Centre for Entrepreneurship on Fogo Island.

2. PROVISIONAL BOARD

As a first priority, the partners agree to establish a Provisional Board to oversee the establishment and operations of the Business and Economic Development Office. The Provisional Board is to be in place for not more than twelve (12) months at which time transition to a more permanent governance structure will be determined based upon lessons learned and emerging new priorities.

2.1 Roles and Responsibilities of the Provisional Board

The Provisional Board shall have the following roles and responsibilities:

a. Serve as a governing body that oversees and approves economic development planning for Fogo Island, the execution of work plans, and monitoring and evaluation of work undertaken through the Business and Economic Development Office.

b. Establish the ways and means that ensure positive and productive Board relationships among the parties, including, but not limited to:

   1.1. Frequency and duration of meetings;
   1.2. Structure and format of meetings;
   1.3. Code of conduct of individual Board members;
   1.4. Method of decision-making;
   1.5. Method of resolving differences;
   1.6. Identifying the role of the Chairperson and the ways in which individual Board members can support this role; and
   1.7. Method of communications with external stakeholders and the citizens of Fogo Island.

c. Establish the ways and means of securing a full-time, experienced Economic Development Officer to carry out the work required to make significant progress on the identified priority economic development areas. The parties agree the Economic Development Officer may be an employee, but may also work on a contract or consultant basis; must be a self-starter with considerable development
expertise required to develop, carry out, monitor and report on work plans; and must live on Fogo Island or otherwise relocate to Fogo Island.

d. Establish the roles and responsibilities of the Economic Development Officer, determine where the Economic Development Officer will be located, how the costs for office space and related operational activities will be allocated and, through the Chair of the Board, provide general supervision of and direction to the Officer.

e. As warranted and agreed, establish committees and committee mandates that may include Provisional Board Members and others such as community members and other stakeholders.

f. Secure and manage resources required to fulfill the work of the Business and Economic Development Office.

g. Secure community and stakeholder support and appreciation for the work of the Provisional Board and the Business and Economic Development Office relating to its purpose and priorities.

h. Within one year of the date of this Agreement, conduct an evaluation of the progress of the Provisional Board and the activities of the Business and Economic Development Office as a basis for making required changes and improvements that may be necessary.

i. Establish the ways and means of both the timing and governance structure for a permanent Board that will govern a Centre for Entrepreneurship on Fogo Island, if so warranted, within one year of the date of this Agreement.

2.2 Provisional Board Membership

a. The shared intent is for the members of the April 7th, 2015 planning meeting to continue as the Provisional Board members. Thus, the Provisional Board Members are:
   - Councillor Bernadette Dwyer, Town of Fogo Island, Chairperson
   - Councillor Edmund Walbourne, Town of Fogo Island
   - Councillor Edward Comden, Town of Fogo Island
   - Amanda McGrath, Town Clerk, Town of Fogo Island
   - Phil Barnes and up to three additional representatives of the Fogo Island Co-operative Society
   - Alan Cobb, Shorefast Foundation
   - Pauline Payne, Fogo Island Inn
   - Allison Kouzovnikov, Shorefast Foundation
   - Diane Hodgins, Shorefast Foundation
b. On an observer basis, the following are invited to attend any and all meetings of the Provisional Board:
   - Joanne Smyth, Atlantic Canada Opportunities Agency (ACOA)
   - Denise Cornish, ACOA
   - Yvonne Hardy, ACOA
   - Baxter House, Department of Business, Tourism, Culture and Rural Development (BTRCD)
   - Natalie Falk, BTRCD

c. The Economic Development Officer of the Business and Economic Development Office will attend meetings of the Provisional Board as ex-officio.

2.3 Changes in Provisional Board Membership

The parties agree that insofar as possible, the Provisional Board membership will remain as stated in 2.2 above for a period of at least one year. Should a replacement be required for any Provisional Board Member, a one month, advance notice will be provided to the Provisional Board Chair.

2.4 Method of Meeting

The parties agree that insofar as possible, in person meetings should be held, but recognize that geographical distance and other factors may, at times, require provision for participation by phone.

3. DURATION OF THE AGREEMENT

a. This agreement comes into effect on July 19, 2015 for an initial one-year period ending on July 19, 2016.

b. Either party may cancel this Agreement with 90-days prior written notice to the other parties.

4. ANNEXES TO THE AGREEMENT

The parties may, from time to time, enter into specific projects and sub-Agreements that may then be added as Annexes and be subject to the provisions of this Agreement.
Dated this 19th day of July 2015.

Andrew Shea, Mayor
Town of Fogo Island

Phil Barnes, General Manager
Fogo Island Co-operative Society Ltd.

Zita Cobb, President
Shorefast Foundation